Clinical Center Leadership Development

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NIH CLINICAL CENTER

Background

▶ Inquiry from CCRHB member regarding existing programs aimed to develop internal candidates for leadership roles

▶ The Clinical Center is committed to offering opportunities for leadership development to all current employees through a number of internal and external programs

▶ Interest and participation in these programs have grown significantly over last few years, partly due to increased communication regarding opportunities and support from senior leadership

Agenda

► Internal Programs

- Clinical Center Leadership Development Programs
- NIH Programs offered to CC Leaders

► External Programs

► Culture of Learning/Investment in People

CC Fundamentals of Supervision (FOS) Program

- CC supervisory/leadership training offered since 2005, FOS established in 2011

- Started as a full year program, currently 5 months, 9 sessions

- Cohort of 20-25 official CC supervisors (sign performance plans and approve leave), with priority for those with less than one year of experience

- 242 supervisors have completed program to date (+20 in current 15th cohort)

- Focuses on technical and management skills needed to excel in federal workplace

- Curriculum includes performance management, feedback, recruitment/hiring, building/leading collaborative teams, supervisory styles, resilience

- Exceeds requirements included in OPM Supervisory Mandate

Fundamentals of Supervision Overview

CC Fundamentals of Supervision
Cohort 15 February 2023-June 2023

SESSION 1	SESSION 2	SESSION 3	SESSION 3 contd.	SESSION 4	SESSION 5
(Administrative Management) (2 hours + 1 day)	*(Performance Management)* (1 day)	*(Administrative Management)* (2.5 days) Day 1	*(Administrative Management)* Day 2	*(Building Teams/Coalitions)* (1 day)	*(Performance Management)* (1 day)
Program Orientation *February 10* **Embracing your Role: Supervisory Strengths, Styles, and Self-Awareness** *February 23*	**Federal Recruitment & Hiring Process** **Behavioral Interviewing** *March 23*	**Managing Federal Employee Performance Process** **Leave Administration** *(Performance Management)* **Federal Litigation Process** **Reasonable Accommodation** *April 13*	**Performance Management and PMAP** *April 14 (1/2 day)* Day 3 **Giving Effective Performance Feedback** *April 20*	**Building & Leading Collaborative Teams** *May 25*	**NIH Employee Resources** **The Resilient Supervisor** *(Administrative Management)* *June 22*

Performance Management

Administrative Management

Building Teams/ Coalitions

CC Fundamentals in Leadership (FIL) Program

- Established in 2019, 3 months, 6 sessions (every 2 weeks)

- Cohort of ~20 formal or informal leaders

- Focused on building leadership capacity through understanding of leadership concepts, theory and practices, with emphasis on self-awareness

- Engagement with CC executive leaders, who co-facilitate each session

- Various assessments in self-awareness and feedback (e.g. Myers–Briggs Type Indicator (MBTI), Conflict Styles Instrument)

- Applied learning between sessions through assignments/readings

- Development of individual leadership philosophy through exercises, interactions and reflection

- Currently designing Cohort 3 for Fall 2023 (on pause during height of pandemic)

Fundamentals in Leadership Overview

CC Fundamentals in Leadership
Cohort 2

SESSION 1	SESSION 2	SESSION 3	SESSION 4	SESSION 5	SESSION 6
Leading Self (ECQs)	*Leading Self* (ECQs)	*Leading Others* (Leading People)	*Leading Others* (Leading People)	*Leading for Results* (Leading Change)	*Building Coalitions*
Defining Leadership Discussion with Dr. Gilman, CEO	**Emotional Intelligence** Self-Assessment	**Effective Communication/ Receiving Feedback** Discussion with Executive Leader	**Conflict Management** (NIH CCR)	**Managing Change** Case study with Executive Leader	**Collaborating and Partnering** Guest faculty
Leadership Self-Awareness	**Leadership Resilience** Discussion with Executive Leader		**The Challenge of Leadership: When Leaders Fail** Discussion with Executive Leader	**Influencing, Problem Solving, Accountability** (Results Driven)	**Leading from Where You Are** Discussion with Dr. Gilman, CEO
Leadership Styles through Personality Types Assessment: MBTI	**Time and Priority Management**	**Diversity and Inclusion** (NIH Office of EDI)	Assessment: Dealing with Conflict Instrument	**Workshop with Executive Leader**	
January 16, 2020	*January 31, 2020*	*February 13, 2020*	*February 28, 2020*	*March 12, 2020*	*March 27, 2020*

Executive Core Qualifications (ECQs)

Leading People   Leading Change   Results Driven   Business Acumen   Building Coalitions

NIH CC Office of Workforce Management and Development

Continuous Improvement

- ▶ Fundamentals in Leadership Program Evaluation:
  - ▪ Post-session surveys, post-program focus group, 45-day post-program impact survey
  - ▪ Evaluations show positive impact on individual and organizational development
  - ▪ Participants rated program as highly impactful for their leadership development and increased engagement, and especially valued the engagement of executive leaders

- ▶ Ongoing learning and development of alumni network post FIL:
  - ▪ Cohort 1 alumni met regularly to continue cohort learning experience, stay connected, and discuss ways to contribute what they learned to expand CC culture of leadership
    - ❖ Designed and launched award-winning CC Leadership Lunch and Learn Series in 2020
  - ▪ Both cohorts brought together for additional alumni developmental activities
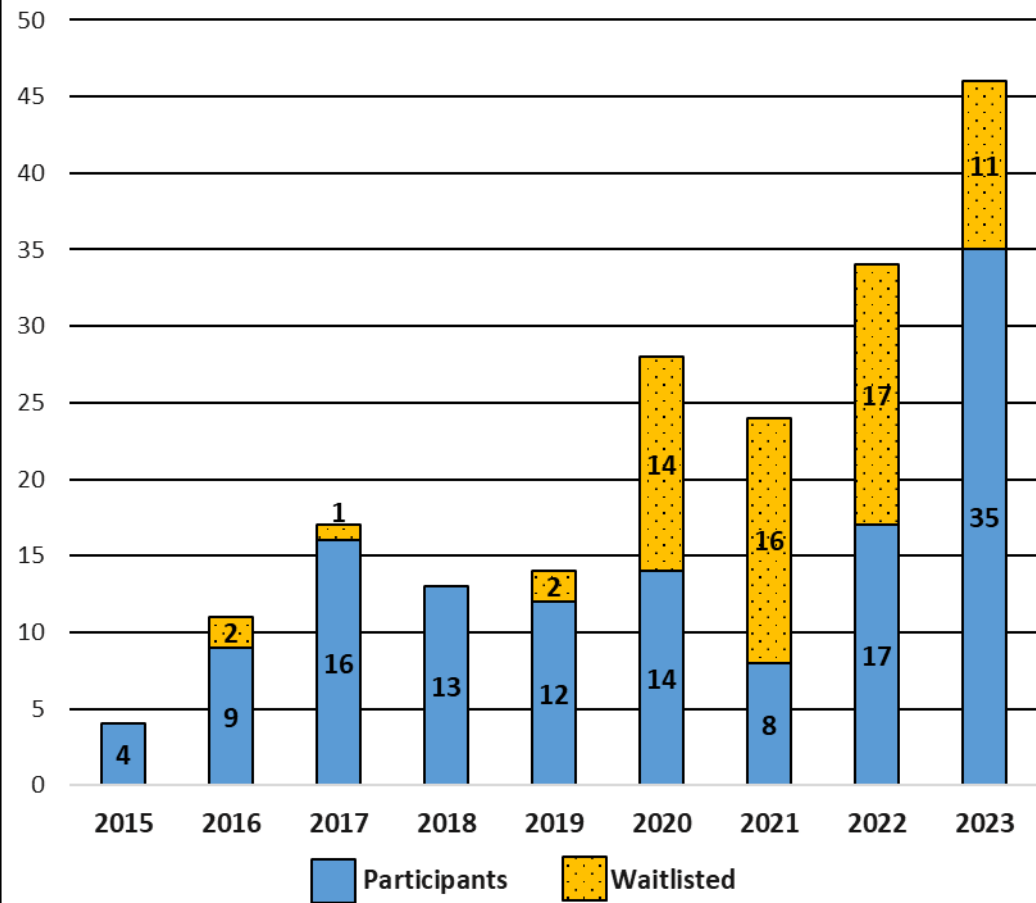
Clinical Center Development Opportunities

▶ Ad Hoc **leadership development courses** available for all staff

- E.g. MHEI Courageous Conversations, Moving from Conflict to Collaboration, Coaching for Resilience in Turbulent Times, Project Management, COR Training, DEIA workshops and trainings

▶ New monthly **Supervisors' Administrative Forum**

- Opportunity for ~250 supervisors to learn administrative best practices and ask experts any questions related to policies, procedures and guidance

NIH Leadership Development Programs

▶ **NIH Mid-Level Leadership Program (MLP)** *(~$5k)*

- Six 2-day training sessions over 6 months, followed by six 3-hour webinars over 4 months, current supervisory and non-supervisory GS-12/13/14 (and equivalents)
- Includes 360-degree feedback, multiple assessments and 2 hours of personal coaching

▶ **NIH Senior Leadership Program (SLP)** *(~$11-13k)*

- 3-day off-site followed by five 2-day training sessions over 2 months, current GS-14/15, SES (and equivalents)
- Includes 360 degree feedback, multiple assessments, 4.5 hours of personal coaching and 2 hours of team coaching

▶ **NIH Executive Leadership Program (ExLP)** *($17k)*

- 7-month program, engage with scholar practitioners and NIH leadership, current and aspiring "Top 6" leaders, offered in partnership with The Partnership for Public Service

NIH Leadership Development Programs

MLP Participants and Waitlisted by Year

Year	Participants	Waitlisted
2015	4	
2016	9	2
2017	16	1
2018	13	
2019	12	2
2020	14	14
2021	8	16
2022	17	17
2023	35	11

SLP Participants and Waitlisted by Year

Year	Participants	Waitlisted
2015	1	
2016	4	
2017	5	2
2018	4	1
2019	7	1
2020	8	2
2021	6	2
2022	4	6
2023	9	7
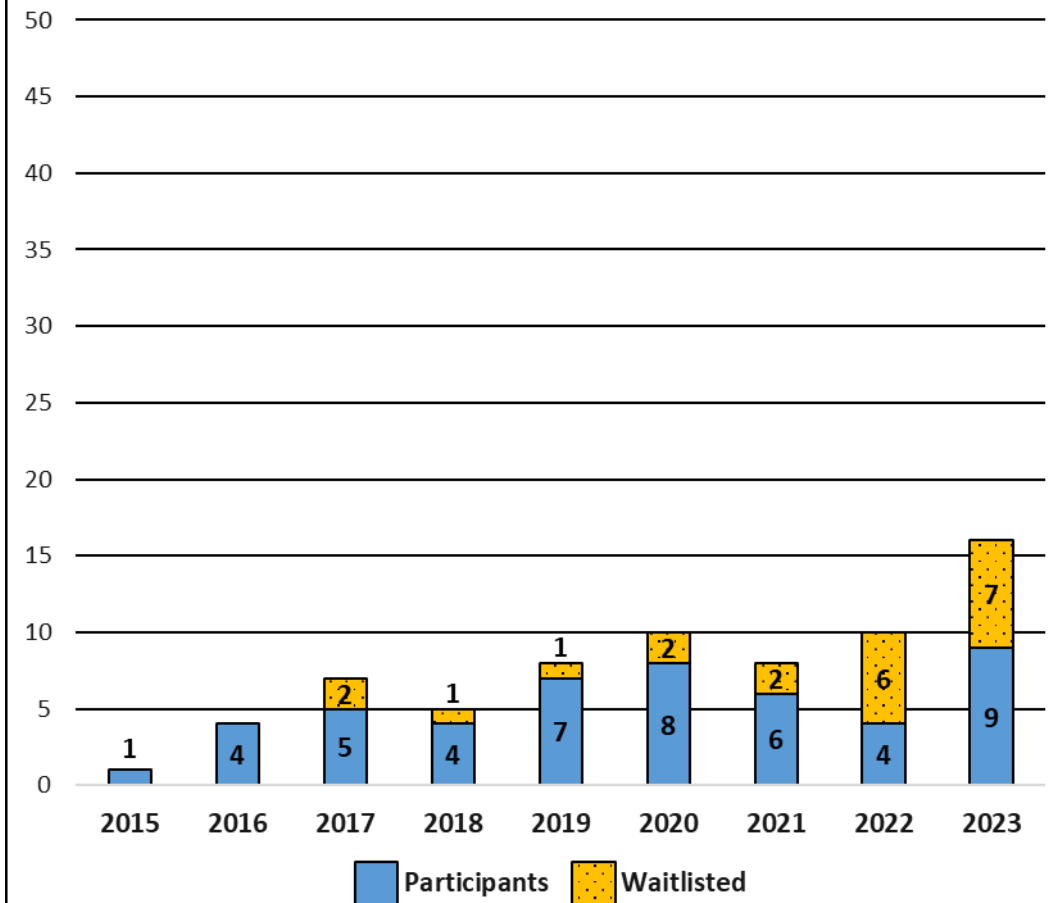
NIH Leadership Development Opportunities

▶ **NIH Management Seminar Series (MSS)** *(~$500)*

- 7 monthly seminars, high performing GS 7-12 and non-supervisory GS-13 employees (and equivalents)

▶ **NIH Deputy Director of Management (DDM) Series** *(free)*

- Quarterly presentations focused on leadership and management concepts, challenges, and solutions, open to all NIH staff

▶ **NIH Training Center Leadership Development Courses** *(cost varies)*

- Variety of leadership development courses offered to NIH staff:
  - ❖ 7 Habits for Highly Effective People: Foundations
  - ❖ Effective Communications and Leadership Presence
  - ❖ Emotional Intelligence
  - ❖ Management and Coaching Skills for Leaders
  - ❖ Managing Conflict and Challenging Conversations
  - ❖ Managing Hybrid Teams
  - ❖ Starting Your Leadership Journey – The Basics
  - ❖ Strategies for Adapting to Change at NIH
  - ❖ Success Strategies for Introverted Leaders
  - ❖ Women in Leadership: Strategies for Success

External Programs

- ▶ Graduate and Post-Graduate degrees
- ▶ University Executive Leadership Programs
- ▶ Professional societies/fellowships (e.g. ACHE)

Executive and Leadership Coaching

- Internal organization development (OD) consultant in OWMD
  - Team Building/Team Development
  - Retreat Design/Facilitation
  - Customized Training
  - Assessments (MBTI, Clifton Strengths, FIRO-B)
- Leadership coaching

Individual Development Plans (IDPs)

▶ Launched as part of 2019 CC Strategic Plan

▶ Tool to help support, plan and track professional development and learning opportunities, and most importantly foster a conversation between supervisor and employee around goals/growth opportunities

▶ Required for all CC federal employees

▶ Recommended after 6 months on board

▶ Training, workshops, resources developed for supervisors and employees

▶ Separate from performance management – typically reviewed in Spring

▶ Templates optional – emphasis on *conversation* more than paperwork

https://intranet.cc.nih.gov/owmd/idp/index

Summary

Clinical Center is committed to a culture of learning and investment in people through the support for professional and leadership development at *all* levels of the organization.

Questions?

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- Office of Workforce Management and Development Website:
  - **https://intranet.cc.nih.gov/owmd/index**